

Employee Well-Being Report

Data-driven insights into people's happiness and success at work

Once a quarter, the LinkedIn People Science team does a deep dive into our global employee engagement and workforce data to better understand how organizations can help employees be happy and successful at work.

Employee Happiness at Work

Quarterly change

Employee happiness at work **fell nearly 3%** from April to July 2021, and 3.6% from 12 months ago.

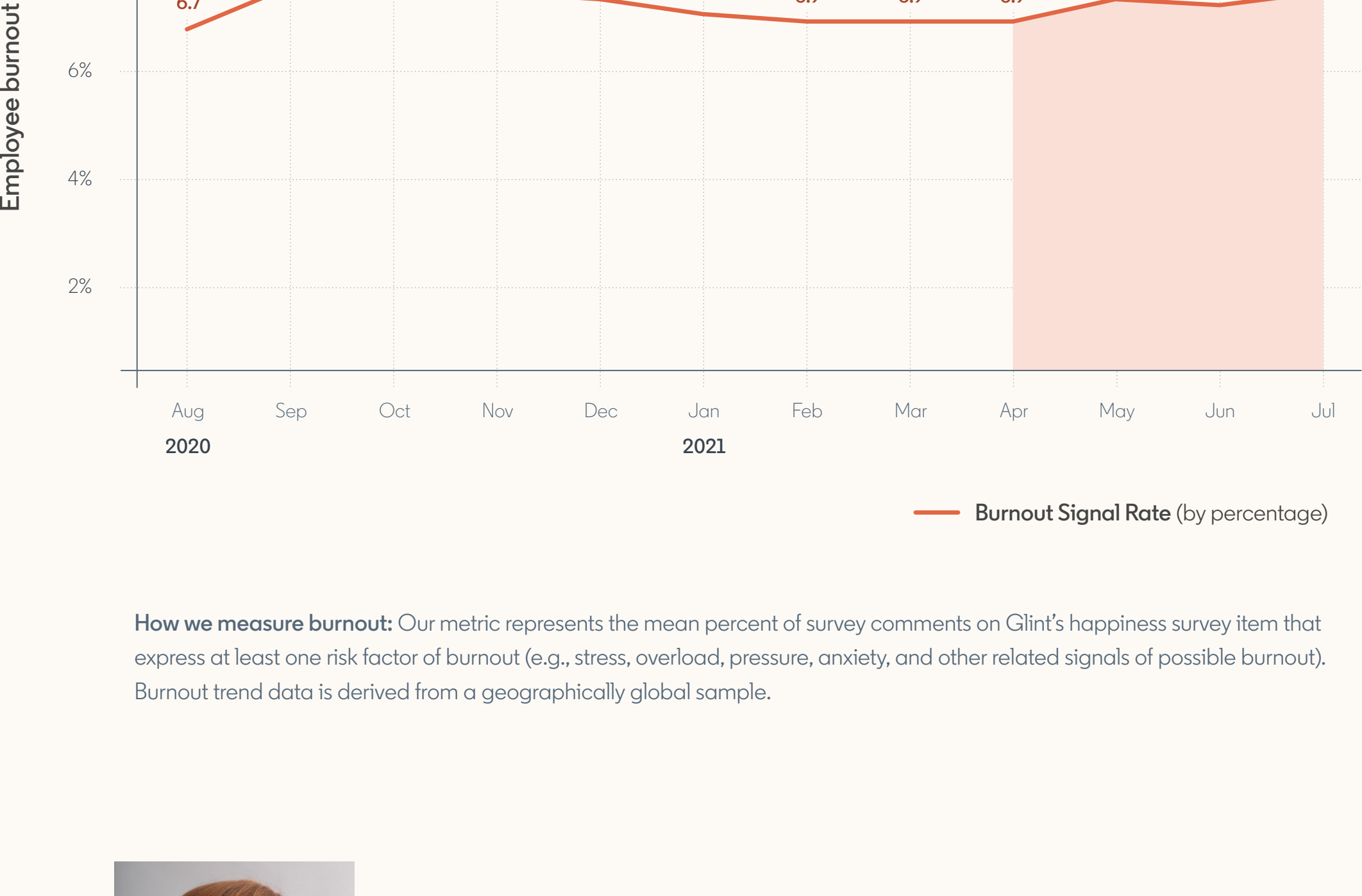


How we measure employee happiness at work: "How happy are you working at your company?" One seemingly simple question can predict employees' sense of happiness, including their job satisfaction, motivation to go above and beyond, organizational pride, plans to stay, desire to make an impact, and much more.

In our years of data collection and analysis, we have found that employee happiness is a precursor to business success.

Burnout quarterly change

Burnout **rose by nearly 9%** between April and July 2021 and nearly 12% from 12 months ago.



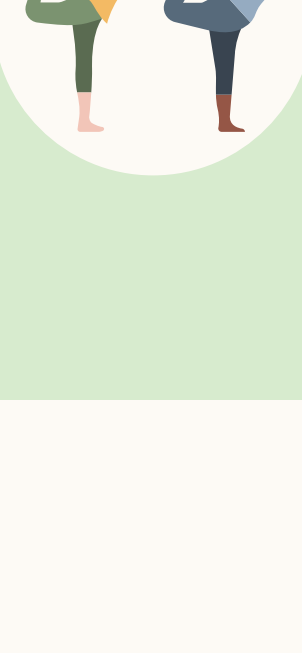
How we measure burnout: Our metric represents the mean percent of survey comments on Glint's happiness survey item that express at least one risk factor of burnout (e.g., stress, overload, pressure, anxiety, and other related signals of possible burnout). Burnout trend data is derived from a geographically global sample.



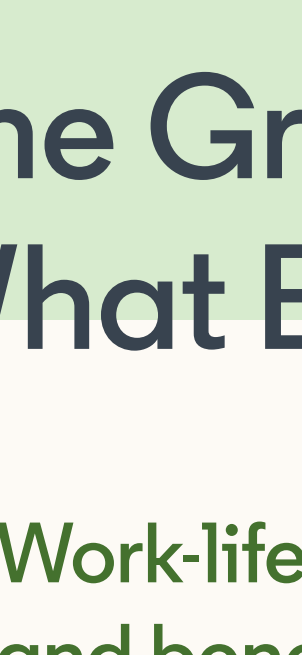
What LinkedIn Head of People Science Strategic Development Amy Lavoie says:



This double whammy—the concurrent decline in employee happiness and increase in burnout—occurred just as some regions around the world began preparing for a return to the office while others were fighting surges in COVID-19 infections. **This simultaneous dip in employee happiness and spike in burnout is a warning signal: very few people want to return to pre-pandemic work life.**



Part of the issue here is that the communications around organizations' return-to-office plans can carry a dangerous subtext. It may look to employees that, while their leaders had prioritized their well-being and safety in the pandemic's first stretch, they're now focusing on business and advancing their own agenda at all costs, leaving employees' concerns in the wake.



Employee well-being is not a fad; it is a fundamental human need. It's not going to take care of itself as businesses start asking employees to return to the office. Employees are looking to their organizations to value their needs as full human beings and trust them to make decisions about how, when, and where they work. Until that happens, we will continue to see this deadlock between employees and organizations on happiness and burnout.

The Great Reshuffle: What Employees Want from Work

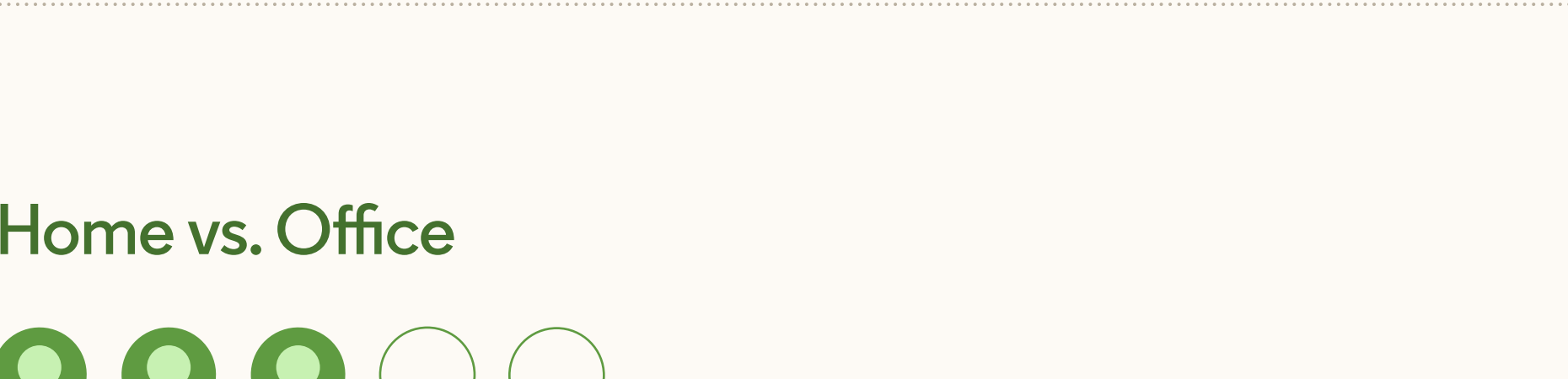
Work-life balance, and excellent compensation and benefits

Today's job candidates rank *good work-life balance* and *excellent compensation and benefits* as their top two factors when considering whether to join an organization.

Yet employees are saying their organizations aren't delivering in those two areas. Of the factors measured, *good work-life balance* and *excellent compensation and benefits* were among the lowest scoring on employee surveys over the past year.

The Great Reshuffle: Every organization is now rethinking how they work, their culture, and values. At the same time, all the employees who have learned to work differently over the past 18 months are rethinking not only how and where they work, but why they work.

While some jobs will be lost, and many others created, almost all will change, resulting in the Great Reshuffle. We see this as an opportunity for both individuals and organizations to create new frameworks and workplace norms that will lead to greater fulfillment and better business outcomes.



Home vs. Office



3 out of 5 employees report:

- they're equally productive at home as in the office
- their overall well-being is as good at home as in the office—or better

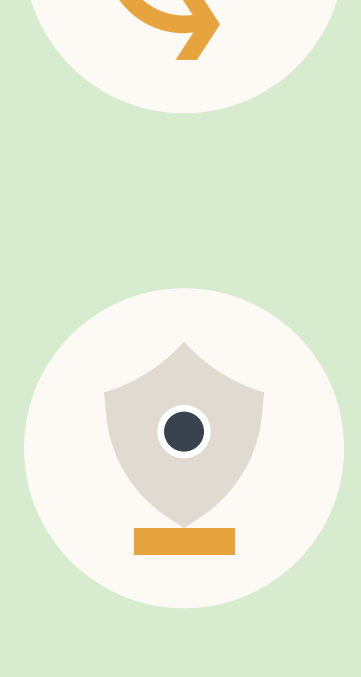
Flexibility

Employees satisfied with their organization's flexibility in work time or location are:

- **3.4x** more likely to successfully balance work and personal obligations
- **2.6x** more likely to be happy working for their employer
- **2.1x** more likely to recommend working for their employer

And yet:

- **1 in 5** employees doesn't have location flexibility
- **1 in 4** employees isn't satisfied with their current ability to dictate how they flex

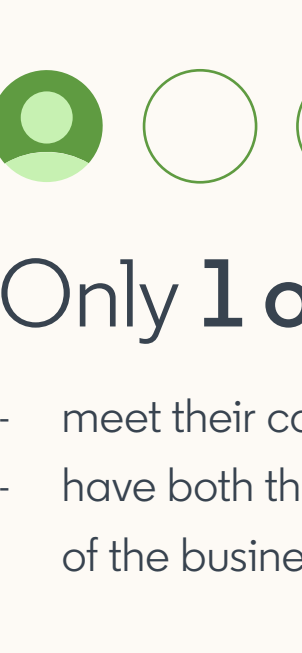


What LinkedIn People Science Principal Consultant La La says:

As we continue on in the Great Reshuffle, employees are craving two foundational components of well-being—the space they need to live their lives, and financial security.



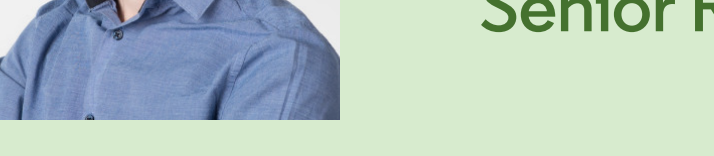
Flexibility is a great answer to employees' long-standing desire for better work-life integration. It's hard to ignore that employees who feel their organization is meeting their needs for flexibility are more than three times happier than their peers.



So where are leaders getting stuck when it comes to adopting a flexible approach to work? It may be that, inherently, **a flexible approach to work requires a culture of trust.** Yes, leaders can provide broad policies to guide flexible work, but ultimately they need to empower their managers to structure projects in a way that helps employees do their best work and be their best selves.

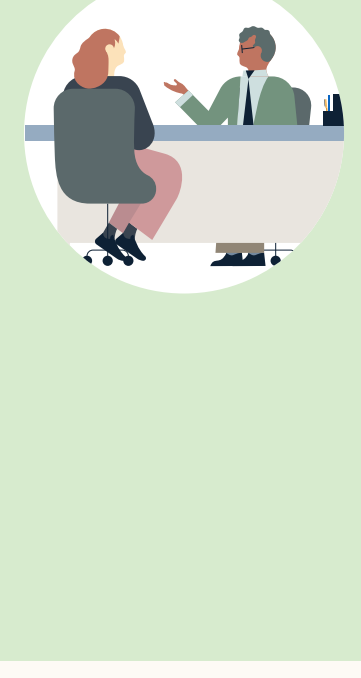
Talent Mobility

Most employees don't feel supported to look for their next role internally.

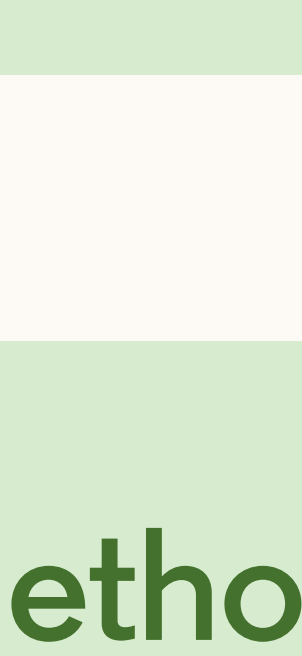


Only 1 out of 5 employees believes they can:

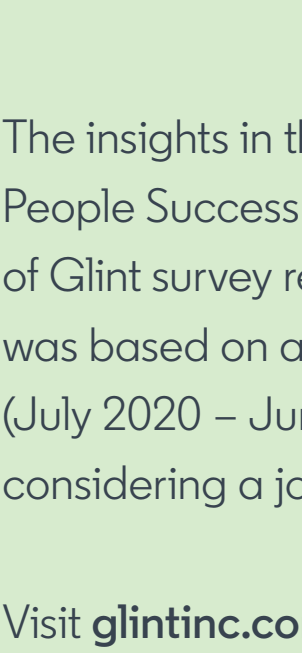
- meet their career goals where they work today; and
- have both their manager and organization's support to pursue those goals—even in another part of the business



What LinkedIn People Science Senior Researcher Eric Knudsen says:



Talent mobility is about having the flexibility for an individual to craft their career within an organization. Yet the stark reality is that **very few people both see a path forward and feel support for an internal career move.**



Luckily there's a clear solution. While it's natural for managers to worry about losing a team member, employees want learning and growth opportunities. So whenever someone starts looking for their next opportunity, a lack of manager support could inspire an external move. **It's important to frame internal mobility to managers as a moment of growth rather than a moment of loss.** Better yet, managers have a lot to gain from internal mobility. Their team will have a new advocate and partner in a different part of the organization, something that could improve cross-team collaboration, a key element of organizational success.

Methodology

The insights in this edition of the Employee Well-Being Report were sourced from a blend of Glint People Success Platform data and LinkedIn data. Engagement insights were derived from millions of Glint survey responses from more than 600 organizations. The candidate importance analysis was based on a global survey of over 339,000 LinkedIn members over the past 12 months (July 2020 – June 2021). Respondents were asked to indicate the most important factors when considering a job opportunity from a list.

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